



UNITED STATES ARMY EUROPE REGION
TRANSFORMATION GROUP
(NORDBAYERN) (PROVISIONAL)



23 October 2006, 0900 - 1100, IMA-EURO Conference Room



Lessons Learned



Lessons Learned Agenda

- Background
- Ups and Downs
- Lessons Learned
 - Doctrine
 - Communications
 - Personnel
 - Funding
 - Logistics
 - Facilities



Background



Transformation Tenets:

Event driven – Transformation is focused on events and not time.

Systematic approach – Complexity of transformation requires a structured systematic approach from initial planning through completion.

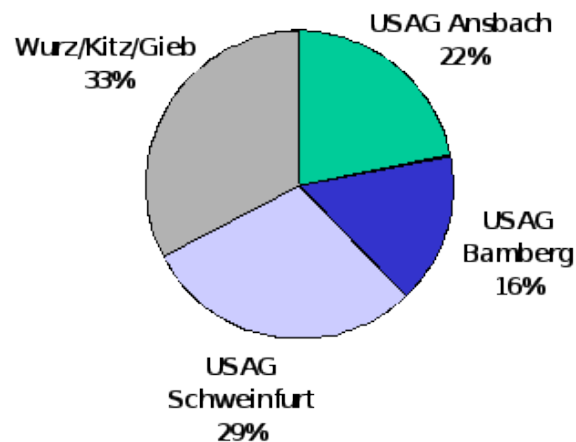
Planning – Flexible and adaptable plans / orders / policies with a cohesive staff is critical to success.

Transformation will be unique in each footprint based on external mission requirements.



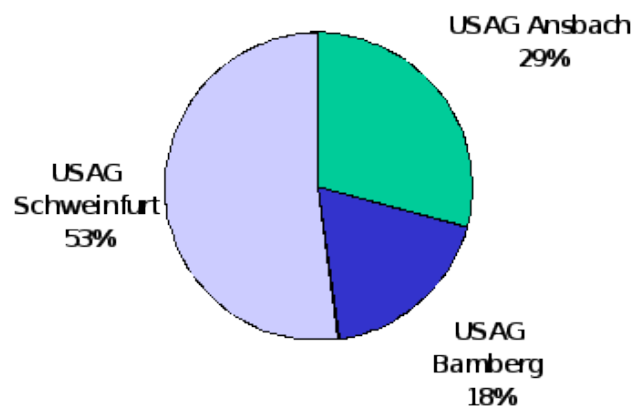
Population Distribution (US)

Before Transformation (FY 05)



<u>Garrisons</u>	<u>POPULATION</u>
ANSBACH	7,882
BAMBERG	5,690
SCHWEINFURT	10,536
Wurz/Kitz/Gieb	11,794
USAG FRANCONIA TOTAL	35,902

After Transformation (FY 07)



<u>Garrisons</u>	<u>POPULATION</u>
ANSBACH	7,001
BAMBERG	4,448
SCHWEINFURT (incl Wurzburg)	12,507
USAG FRANCONIA TOTAL	23,596



Government Owned Housing Issues

Gov't Owned Housing	Initial Issues	Current Issues
Marshall Heights	28 of 683 units	1 of 683 units
Richthofen	2 of 16 units	0 of 16 units
Corlette	1 of 26 units	0 of 26 units
TOTAL	31 of 725 units	1 of 725 units



Lessons Learned



Ups

1. Successful Placement of Personnel
2. Transformation Team (Concept)
3. Communication (Battle Rhythms / Meetings)
4. Flexibility in execution (rapidly changing battle space)

Downs

1. Metering Loss of Critical Personnel
2. Synchronization of Funding



Doctrine

- Transformation Team
- Military Decision Making Process (MDMP)
- OPORD Development



Doctrine

Issue: Establishment of a Multi-Disciplinary Transformation Team

Discussion: Formation of the Transformation Team provided a single point of entry for all customers (tactical units, family members, and other agencies). The team involved all directorates and leveraged the knowledge base to immediately solve issues. (See Additional Information)

Recommendation: Each garrison should develop a team with a similar charter and make-up.

[Team Make Up Hyperlink](#)



Doctrine

Issue: Military Decision Making Process (MDMP)

Discussion: Upon receipt of Base Closure Round 37 Announcement, USAG Franconia used MDMP to cross level staff expertise, identify and evaluate possible Courses Of Actions, and to recommend a specific COA assisting the Commander in making a timely and informed decision.

Recommendation: Use structured systematic approach to drive transformation process.



Doctrine

Issue: OPORD Development and Execution

Discussion: Once the CDR selected a COA, USAG Franconia developed and formally articulated expectations in the form of a transformation OPORD which depicted a phased approach to transformation. OPORDs and FRAGOs drove the execution of transformation. Entire staff involvement and constant interface with tenant units and activities throughout the process led to successes.

Recommendation: Early in the process, develop and publish an OPORD depicting a phased systematic approach to transformation. Track OPORD execution.



Communications



- Strategic Communications Planning
- Request For Information (RFI) process
- Transformation Working Groups
- Standardized Terminology



Communications

Issue: Strategic Communications Planning

Discussion: Timely, accurate, and consistent information dissemination is key throughout the transformation process. Establish a set battle rhythm for internal & external meetings. The Command Group and Directorates consistently provided a wealth of information in a timely manner to unit commanders and community members on the transformation process. People may not have liked what they heard, but they were given ample venues to hear and see the vital information they needed.

Recommendation: Should include weekly internal transformation meetings and monthly community & tenant units in the battle rhythm and include / publicize a webpage / POC listing for information dissemination. Broaden and flatten communication in the footprint to ensure timely and accurate information. Include FRGs & NCO support channels to enhance communication flow.



Communications



Issue: IMA-E Request For Information (RFI) process

Discussion: An ad hoc process is in place; however, many responses received for RFIs did not fully answer the request or answer them in a timely manner.

Recommendation: The RFI process is a great idea. Continue to improve timeliness, completeness, and quality of RFI responses.



Communications



Issue: Transformation Working Groups

Discussion: The Transformation Team established Transformation Working Groups early in the process to disseminate pertinent information and provide a forum for tenant units / activities to raise

issues. All directorates were represented during these working groups and most issues were discussed / answered on the spot. Additionally, all other community related meetings – Town Halls, Tactical Unit Commander's Conferences and Community Round Tables were transformation centric.

Recommendation: Continue to use public forum for Transformation information flow.

Transformation Working Group Charter



Communications



Issue: Standardized Terminology

Discussion: The IMA-Euro closure template uses non-standard

Army terminology. As an example; S-date, C-date et. al.

Recommendation: Use standard Army planning terminology when developing templates.



Personnel

- Changes to Manpower Action Plans
- Incentives for Retention of Critical Personnel
- Surge of Personnel
- Personnel Placement
- PCS Orders Process
- Accountability of Soldiers



Personnel

Issue: Changes to Manpower Action Plans (MAPs)

Discussion: USAG Franconia Directors and IMA-EURO functionals (DPW, DMWR, and PAO) agreed on specific numbers for manpower requirements. Later, IMA-Euro Manpower Office changed authorizations, causing revisions in plans for follow-on garrison structure.

Recommendation: Develop and provide a direct reporting model and manpower guidance in advance of RIF notification.



Personnel

Issue: Incentives for Retention of Critical Personnel

Discussion: Identify critical personnel early in the transformation process. Provide incentives to retain these personnel. The requirement to maintain front door services throughout the process necessitated maintaining more employees for a longer period of time.

Recommendation: Develop an incentives package for critical personnel who remain through the transformation process. Establish a plan to freeze hirings within Region to facilitate placement in follow-on positions for critical personnel.



Personnel

Issue: Surge of Personnel

Discussion: Executing transformation while maintaining garrison operations strains the staff. Many critical tasks must be accomplished simultaneously which requires detailed planning.

Surging employees to meet timelines and standards is a must.

Recommendation: Plan early for transformation personnel surge requirements.



Personnel

Issue: Personnel Placement

Discussion: The USAG Franconia Commander emphasized early on in the transformation process that a priority must be given to finding follow-on assignments / positions for those workers desiring such.

Recommendation: Early in the transformation process, each Garrison Commander should educate him / herself on the rules and regulations concerning employment RIF actions and German Labor Law. Establish the team approach with RMO, CPAC, and the local works council.



Personnel

Issue: PCS Orders Process (FCM, LCM, NCM) & Paired Community Restrictions

Discussion: Transformation of units in our footprint was affected to some degree by late receipt or incorrectly filled out orders. Early confusion over NCM and LCM move to paired and / or unpaired communities was a challenge.

Recommendation: Early in the process, establish the working link between S1, PERSCOM, and HRC. Work each Soldier's action on a case-by-case basis. Ensure chain of command is aware of USAREUR Regulations (AER 600-8-11) governing paired communities.



Personnel

Issue: Accountability of Soldiers

Discussion: All units that transform will have Soldiers that will not transform with the unit (ETS, PCS, retirement, medical, legal, school). A plan must be developed early in the process to identify a HQs to account for these Soldiers until they depart the AOR.

Recommendation: Identify C2 unit to account for stay behind Soldiers.



Funding

- Resourcing of Transformation Related Requirements
- Synchronization of Project Funding
- Decentralized Funding



Funding

Issue: Resourcing of Transformation Related Requirements

Discussion: Initially, USAG Franconia was advised that there was no unit (or other) funding for drayage of equipment, personnel property, or for the preparation of facilities for either new usage or turn-in to host nation.

Recommendation: Forecast costs associated with transformation and request funding early.



Funding

Issue: Synchronization of Project Funding

Discussion: Late arrival of project funding 2005 \$16m of projects identified to renovate / upgrade facilities for CAB units move to and within Ansbach footprint. Funds towards these projects not received until January 2006. Temporary moves / relocations w/ associated costs now required to renovate occupied facilities.

Recommendation: Synchronize funding to enable renovation while facilities are vacant.



Funding

Issue: Decentralized Funding

Discussion: The ETG controls all garrisons funds. This limits each New Direct Report Garrison's capability to plan and execute their priorities.

Recommendation: Ensure each future DRG has a separate ASN.



Logistics

- Shifting Transformation and Relocation Schedules
- Volume Moves
- Personal Property Shipments
- 100% Inventory of Installation, Facilities, and IPBO
- Dedicated IPBO Team
- Property Turn-in to DRMO
- Turn-in Standards
- Sort Yards
- Contract Non-tactical Vehicles
- DFAC Management
- Petroleum Management



Logistics

Issue: Shifting Transformation and Relocation Schedules

Discussion: After months of planning and scheduling for the installation closure in coordination with transforming and restationing units, organizations began rapid movement 60 days ahead of the planned E-Dates. This was mostly driven by early reporting authorized at new duty station. This caused a backlog on the transportation community for both the Military and commercial industry.

Recommendation: Better scheduling and more timely notification of changes.



Logistics

Issue: Volume Moves

Discussion: Transportation arranged a volume move for an estimated 550 Household Goods (HHGs) shipments to one garrison. This enabled CPPSO to provide the unit with a designated carrier.

Recommendation: Use the volume move process where feasible.



Logistics

Issue: Personal Property Shipments

Discussion: AER 600-8-11, Reassignments, Army in Europe Paired Communities outlines the responsibilities for execution of

No Cost Moves (NCM). Order issuing authorities attempted to circumvent this regulation by cutting reassignment orders to a Paired Community with a follow-on order to another Paired Community in order to avoid a full cost PCS move.

Recommendation: Ensure relocation funds are included in the Transformation funds.



Logistics

Issue: Conduct a 100% Inventory of Installation Facilities and IPBO Property

Discussion: Units turned in more property than on their property book during the equipment drawdown. The units had additional scrap, obsolete excess items in facilities and storage units that were not initially inventoried.

Recommendation: Direct a 100% inventory of all installation, IPBO property and all excess “found on installation” property at the company level prior to the turn-in process. Once identified, separate all serviceable from all unserviceable scrap metal, wood, etc.



Logistics

Issue: IPBO Team to Process / Expedite Turn-in Documentation

Discussion: It is imperative to have an IPBO team dedicated to assist unit / activities with the installation property turn-in process / expedite the paperwork.

Recommendation: Provide / establish a IPBO team dedicated to assist unit / activities with the timely turn-in of paperwork and resolve issues.



Logistics

Issue: Property Turn-in to DRMO

Discussion: Turn in of property at DRMO is difficult due to the requirement to obtain an appointment for turn-in property.

Recommendation: IPBO establish a support agreement with DRMO for at a minimum of 3 days a week dedicated to drawdown units / activities disposal of property.



Logistics

Issue: Standards / Procedures for Turn-in of Equipment

Discussion: Provide detailed instructions in the OPORD w/ appropriate directorate annexes. Develop flexible planning and provide timely notification of changes. Coordination with DRMO, DOL PBO and tenant activities should be well defined and understood. Initial procedures were modified as we closed kasernes with property processing activities and units lost personnel and equipment.

Recommendation: Early in the equipment draw down process, publish policy to ensure standards are achieved. Transformation ROC drill should account for changes in logistic backbone.



Logistics

Issue: Usable Property was Left and / or Thrown into the Sort Yard

Discussion: Controlling the sort yard was difficult during the mass exodus of units. Periodic monitoring and command involvement assisted in controlling usage. In some instances, units have left equipment behind requiring the Garrison to dispose of the property.

Recommendation: Ensure all units are aware of turn-in procedures prior to transformation. Ensure warehouses have necessary capacity to support requirement.



Logistics

Issue: Contract Non-Tactical Vehicles to Assist w/ Equipment Turn-in

Discussion: Units / activities need to transport equipment to centrally

located turn in sites on their installation or installations in the area

DRMO as they drawdown and turn-in equipment.

Recommendation: Identify and forecast the requirement for additional non-tactical vehicles to support turn-in requirements. Turn-in tactical vehicles last in order to maximize tactical vehicles and reduce costs.



Logistics

Issue: Dining Facility (DFAC) Management

Discussion: Most garrison DFACs are operated by tactical units. The unit is preparing for departure and relinquished C2 of the operation while there was still a requirement for dining facility support due to the existing population. When all the units in the area are inactivating, restationing, or rebasing, there is no one left to provide C2.

Recommendation: Inactivating garrisons should contract the DFACs one year out, where possible. When all eating facilities on an installation are finally closed, a portable snack truck would help the morale of the Soldiers.



Logistics

Issue: Petroleum Management

Discussion: Funding for the deactivation of the capitalized (automated-electronic key) fuel sites was approved only weeks before the planned barracks closure. The cause for the delay seemed to be the lack of clarity in identifying the responsible agency for initiating and processing the funds request through the Defense Energy Support Center, (DESC) with IMA-E Log, DESC, 200th MMC, DPW, and DOL all having a part in the process.

Recommendation: Future transforming garrisons should ensure policies and procedures are in place to ensure synchronization. USAREUR checklists and closure SOPs should be very specific in identifying the action agency for the various aspects of a project.



Facilities

- Trash Removal
- Fire Alarm and Detection Systems
- Develop a Phased Reduction of Hours (Population Based)
- Clearing Government Housing
- Arms Room Inspections
- IDS Project Planning



Facilities

Issue: Trash Removal

Discussion: Tons of trash were generated and pick up schedules were accelerated to a daily basis. In addition, specialty equipment was required to handle removal of over-sized and heavy waste items.

Recommendation: Coordinate in advance with DPW for trash receptacles and other equipment (i.e. forklifts, trucks, etc) needed.



Facilities

Issue: Fire Alarm and Detection Systems

Discussion: IMA-E requires that Fire Alarm and Detection systems

remain operational in vacated facilities until turn over to HN.

This is

creating a conflict between DPW (Real Property), 5th Signal Command, and regulations.

Recommendation: Coordinate a decision on what needs to remain

operational and establish timeline.



Facilities

Issue: Reduction Plan of Operating Hours (Population Based)

Discussion: It was challenging to keep facilities and programs running at the same level as in the past. Requirements to maintain programs to support deployment / redeployment operations created additional workload demands.

Recommendation: Reduce hours of operation appropriate to population base, but not to a level that jeopardizes GWOT support.



Facilities

Issue: Clearing Government Housing

Discussion: Identifying the name, unit, and timeline for each resident allowed USAG Franconia to clear each Government housing area IAW the published timeline. Publishing the timeline for closure early and working with those units and individuals with problematic E-Dates or DEROS' was important to our success.

Recommendation: Assign a single tracking POC to work each issue to meet published timelines.



Facilities

Issue: Post Occupancy Inspections of Arms Rooms

Discussion: The identification of units needing to close out arms rooms and other facilities was a difficult task. Units have to close out these facilities with the local Physical Security Inspector which became a scheduling challenge.

Recommendation: Identify units requiring arms room closeout. Plan for extended inspections and coordinate with a sister garrison for assistance.



Facilities

Issue: Intrusion Detection System (IDS) Project Planning

Discussion: Several IDS removal and install projects were not planned and coordinated. The IDS was removed months early in order to supply another garrison with a working IDS unit. Two larcenies were reported due to the facility being unmanned.

Recommendation: Plan for leaving IDS in place, if the facility is remote or utilized infrequently. Plan ahead and have funding available for unexpected issues.



Final Points



1. Positive partnership with external organizations such as Regional Contracting Office & Defense Logistics Agency.
2. Positive working relationship with Civilian Personnel Advisory Center and local Works Council.
3. Positive interaction with tactical units and tenant organizations.



Guidance

Conclusion of briefing pending IMA-EURO Regional Director Guidance.